



# DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

DEC 14 2000

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Orderly Transition of DoD Leadership

In preparation for the transition of DoD leadership to the next Administration, the Department of Defense will cooperate fully with the transition team to achieve a smooth and seamless transfer of authority to the incoming Secretary of Defense and other members of the new DoD leadership team.

In order to ensure that transition matters are addressed in an orderly manner, Robert S. Tyrer, Chief of Staff to the Secretary, will manage the transition effort for the Department. As such, Mr. Tyrer will serve as the DoD point of contact with the incoming transition team, provide executive level interface on all policy matters, and direct all transition activities within the Department. Ms. Phebe Novakovic, Special Assistant to the Secretary and Deputy Secretary, and Ms. Mary Gerwin, Assistant Chief of Staff to the Secretary, will assist Mr. Tyrer throughout the transition process. Unless previously authorized, all correspondence, inquiries, and contacts pertaining to the transition will be coordinated with Mr. Tyrer. In addition:

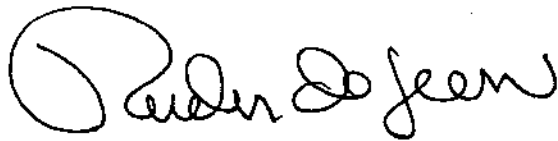
- The Executive Secretary will be responsible for coordinating the preparation of DoD Transition Books for the Department's major organizational components.
- The Director of Administration and Management, OSD, will serve as the Department's single point of contact on all administrative and executive personnel matters pertaining to the incoming and outgoing leadership teams.
- The General Counsel of the Department of Defense, in coordination with the Assistant Secretary of Defense for Legislative Affairs, will be the single point of contact on the preparation of materials in support of the confirmation process for the incoming Secretary and Deputy Secretary of Defense.



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An initial priority is the preparation of DoD Transition Books for the incoming leadership team. These books are intended to provide an overview of the organization and management structure of each DoD Component, along with its key external relationships, budget profile, personnel resources, major policy and management issues, and time-critical policy or management problems likely to require attention during the first six months of 2001. Please provide the Executive Secretary of the Department of Defense with the name, title, phone number, and e-mail address of the individual who will be responsible for preparing your component's Transition Book by close of business Friday, 15 December 2000.

The Secretary of Defense has directed that no major changes in the policy, organization, structure, functions, and reporting relationships will be made without the Chief of Staff's coordination. This includes, but is not limited to, actions involving SES and General/Flag Officer personnel, reorganizations, delegations of authority, new major procurements, and reprogramming.

A handwritten signature in black ink, appearing to read "Rudy de Leon". The signature is fluid and cursive, with a large initial "R" and "D".

Rudy de Leon